DOCUMENT RESUME

ED 126 938 IR 003 854

AUTHOR	Fridley, Russell W.
TITLE	Program Review of the North Dakota State Library Commission.
INSTITUTION	North Dakota State Legislative Council, Bismarck.
SPONS AGENCY	North Dakota State Library Commission, Bismarck.
PUB DATE	Aug 76
NOTE	30p.
EDRS PRICE	MF-$0.83 HC-$2.06 Plus Postage.
DESCRIPTORS	Financial Support; Governing Boards; Library Cooperation; Library Networks; *Library Planning; Library Programs; Library Role; Library Services; Policy; Program Descriptions; Public Libraries; Regional Libraries; *State Libraries; *Statewide Planning
IDENTIFIERS	*North Dakota

ABSTRACT

A review and analysis of the North Dakota State Library program evaluates strengths and weaknesses and makes some recommendations for future action. The review includes the history and role of the North Dakota State Library Commission as well as discussions of the state library's purposes, services, publications, resources, and lending policy. Use patterns over the last six years are tabulated by type of user, by requests for services, and by type of material. The counties' support for libraries and the commission's state library budget are outlined. Findings and recommendations consider the place of the library program in the state structure; space requirements; relocation plans; the development of regional library systems; statewide coordination of planning, development, and distribution of services; and other matters. Charts showing a recommended organizational structure are included. (LS)

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PROGRAM REVIEW

OF

THE NORTH DAKOTA STATE LIBRARY COMMISSION

U S DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

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BY

RUSSELL W. FRIDLEY
Director

MINNESOTA HISTORICAL SOCIETY

FOR THE

NORTH DAKOTA LEGISLATIVE COUNCIL
BUDGET COMMITTEE "C"

Published by the

NORTH DAKOTA STATE LIBRARY
BISMARCK, N.D.

AUGUST 1976

IR003854

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KAREN SANDO
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November 7, 1975

Mr. Richard Wolfert, Director
State Library Commission
Highway 83 North
Bismarck, ND 58505

Dear Mr. Wolfert:

At its October 23, 1975, meeting, the Legislative Council's Budget Committee "C", Senator Evan Lips, Chairman, decided to conduct a performance review of the North Dakota State Library Commission.

We expect the review will include a study of the Library Commission's programs in addition to the commission's management efficiency and effectiveness, as well as its compliance with legislative intent. The Legislative Council will make the necessary arrangements to conduct the performance review. It is expected that a consultant will conduct the review. Additional information regarding the review will be made available to you in the near future.

Please contact myself or Mr. Larry Isaak regarding any questions you may have on this committee project.

Sincerely,

Chester E. Nelson, Jr.
Associate Director
Audit and Finance

CEN/mft

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STATE LIBRARY

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December 22, 1975

Mr. Richard Wolfert
State Librarian
State Library Commission
Randal Building
Bismarck, ND 58501

Dear Dick:

Mr. Russell Fridley was selected as consultant for the review of the State Library Commission.

In the near future we will be making arrangements to begin the review. We are looking forward to working with your office in this review.

If you have any questions regarding the review, please contact our office at your convenience.

Sincerely,

Chester E. Nelson, Jr.
Associate Director
Audit and Finance

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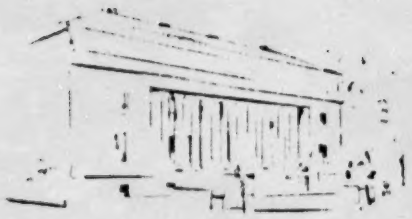

MINNESOTA HISTORICAL SOCIETY
690 Cedar Street, St. Paul, Minnesota 55101 • 612-296-2747

June 7, 1976

Senator Evan Lips
Chairman
Budget Committee "C"
North Dakota Legislative Council
State Capitol
Bismarck, North Dakota 58505

Dear Senator Lips:

I am pleased to submit my program review of the North Dakota State Library Commission.

The review analyzes the development, operation and growth of the state library program in North Dakota. It evaluates the strengths and weaknesses of this state effort and recommends measures needed to meet the challenges of the years ahead.

This performance audit -- carried on over the past six months -- has been a most stimulating and rewarding experience. The state's library effort potentially touches the lives of all citizens of the state. It will be even more important in the future.

I want to express my appreciation to all of those who have assisted this study -- state legislators, state officials, members of the North Dakota Council on Libraries, librarians in all parts of the state, and Richard Wolfert, the state librarian, and his staff. Their cooperation was complete and their assistance invaluable.

Sincerely,

Russell W. Fridley

Russell W. Fridley
Director

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RWF:ALF

Encl.

Founded 1849 • The oldest institution in the state

SUMMARY OF RECOMMENDATIONS

I. NAME

The name of the State Library Commission should be updated, as follows: "Division of State Library and State Library Services."

II. PLACE OF LIBRARY PROGRAM IN STATE STRUCTURE

The most desirable place for the state library to fit into the structure of state government should be reviewed. There are a number of options. The decision should be predicated on where it can best exercise its state-wide function. It should not be submerged into an agency where its scope and focus will be narrowed or distorted by the larger unit of state government. If it is to be moved out of the state department of institutions, it should go where it can continue to deliver services on a state-wide basis. This program should not be placed under either the State Board of Higher Education or or the Department of Public Instruction. Those state bodies are ill equipped to deliver a broad array of services to a diverse public. Rather, they are geared to serving specialized constituencies. The state library program would be narrowed and weakened if it were reorganized into either of these entities. I recommend that the program be kept where it is for the present. If further reorganization of state government develops in the future, the State Library Commission should become a division of a new state department of cultural affairs.

III. SPACE

An annual space growth rate of 5% per year should be factored into the state's planning for the development of this program.

IV. TRAVELING LIBRARY

This service once played an important role. Today, it is a relic of the past. The Traveling Library should be eliminated from the State Library

programs immediately.

V. LOCATION

Plans to renovate the Liberty Memorial Building for the occupancy of the State Library Commission should begin immediately. A projected cost of a comprehensive renovation is $400,000.

VI. TELEPHONE-TELETYPE SYSTEM

The Telephone-Teletype system -- known as MINITEX -- should be expanded to provide more comprehensive coverage of the state -- in area and services. The projected annual cost of this expanded service is $50,000.

VII. LENDING POLICY

No change.

VIII. DUPLICATION WITH OTHER STATE AGENCIES

The State Library Commission should perform the purchasing, acquisition, and certain cataloging functions for the state historical society library and other libraries of state government. Short of the centralization of all state library functions, it can provide much needed assistance in training other state government library staffs in cataloging and other skills. This function would not save dollars but would more fully utilize existing expertise in the state library commission.

IX. PUBLICATIONS PROGRAM

The State Library Commission should review its publications program. It conducts an impressive one. However, the question should be asked: Are all of the publications needed? A periodic review of usage should measure the need for each publication.

X. REGIONAL LIBRARY SYSTEM.

The direct library service to individuals that the State Library now delivers should be phased out as county and regional library systems

develop. However, the phase out can only proceed with strong financial support and direction from the state. To implement this program, I would propose the establishment of regional library service centers, under contract with the state library, to provide some of the library services performed directly by the state library. This development would permit the state library to devote its resources more effectively in providing statewide library services beyond the scope and ability of local and regional library units. The annual program costs would be at least $620,000 -- or $1 per capita -- and would be in addition to the present program costs of the state library operation. The discontinuation of state library service can only begin after considerable strengthening of the regional library systems. The regional library system should be recognized and implemented by a statute defining its need, role, and purpose. The regional library system should develop in the eight regions around clusters of 6 to 8 counties in each region. Regional offices situated in the 8 urban centers -- Fargo, Grand Forks, Jamestown, Minot, Williston, Dickinson, Bismarck and Devils Lake -- would serve as the administrative hub of these centers. This new and needed administrative and service mechanism in North Dakota's state library system requires the exercise of joint governmental powers by the state, counties and communities. The State Librarian should prepare a proposal for the expansion and development of the regional library system and present it to the governor and the appropriate legislative committees for consideration by the 1977 legislative session.

XI. STATEWIDE COORDINATION OF LIBRARY PLANNING AND DEVELOPMENT AND DISTRIBUTION OF SERVICES

The state must expect this role to grow and provide additional funds for its support. I project an addition of 10 staff positions over 10

years.

The State Librarian should formulate a plan for the development and coordination of the State Library office, including a budget, and present that plan to the governor and appropriate legislative committees for consideration during the 1977 legislative session.

XII. STATE LIBRARIAN

The Advisory Council on Libraries can become the urgently needed constituency. Its role should be defined and encouraged.

THE DEVELOPMENT OF THE NORTH DAKOTA STATE LIBRARY COMMISSION

The North Dakota State Library Commission is a division of the Department of Institutions. During its 69 year existence its administrative home within the structure of state government in North Dakota has been shifted from time to time.

The North Dakota State Library was established in 1907 as the Public Library Commission and its responsibilities included a legislative reference bureau, an educational reference library, traveling libraries (pre-packed boxes of books), consultant service to public libraries, aid in forming new libraries, and preparation and publication of statistical reports.

From 1907 to 1915, the State Library Commission (then named the Public Library Commission) consisted of a separate board appointed by the Governor. Starting in 1915, the State Board of Regents also functioned as the Public Library Commission, in addition to their having charge of higher education. The Board of Administration constituted the State Library Commission, starting in 1919, and continued until 1969 when the director of Institutions became the State Library Commission. The State Librarian is the secretary-director of the State Library Commission. A North Dakota Advisory Council on Libraries has been appointed by the Governor's Executive Order No. 1974-6.

ROLE OF THE STATE LIBRARY COMMISSION

The North Dakota State Library Commission has two vastly differing functions: (1) To serve as a lending library and information center for individuals, schools, state agencies, colleges and universities, and other libraries throughout North Dakota; and (2) To coordinate and develop the state's library program for the State of North Dakota. Among those I talked to during the course of this study, there is a polarity of opinion about the first function and little argument about the second.

Many believe, including a number of state officials, that the first function is at most unneeded and at least of marginal value as a service offered by state govern-

ment. Others maintain just as vigorously that the State Library Commission not only serves its immediate area but delivers statewide services that must not be abandoned. This is a crucial question facing the future of the program, and I shall return to it.

AS OTHERS SEE THE STATE LIBRARY COMMISSION

"The State Library is the single place in North Dakota where the cause of libraries in the state is championed. His is the voice for improving the lot of libraries in the state. It would be a disaster to alter the functions of the state library commission."

"As long as library resources in North Dakota are inadequate, there is a risidual role for the State Library to play. Above all, its collection and lending services are needed for the schools. The plain fact is that the State Library fills a role that many schools should but in fact do not."

"I don't think the State Library should do the following:

1. Provide Bismarck and surrounding area with free Public Library service via their walk-in policy; it is a mis-use of state funds and a detriment to library development in that area.

2. Maintain a service for public schools, either books or A.V. If this is done it should be done by the Department of Public Instruction.

3. Maintain any library facility or function other than the "Last Copy" depository concept. All their present activities could be combined with existing programs or would be better done by others."

PURPOSES OF THE STATE LIBRARY

1. The State Library is maintained to serve all of the state's residents directly or in cooperation with existing local libraries so that a full range of library resources is readily available to everyone. Thus a minimal level of library service is theoretically made available to everyone in the state regardless where he lives and supplemental library service is provided to all sizes and types of libraries throughout the state. The actuality is that the region of the state around the state capitol, Bismarck, is the largest service area.

The same criticism -- or defense -- can be made of the state law library in Bismarck or any major state institution situated anywhere in North Dakota. It not only serves a general state constituency but it generates its own local constituency.

2. The State Library fosters the improvement of library service throughout the state and coordinates library programs to the end that all library resources are utilized to the maximum needed by all citizens.
3. The State Library is a resource for the state government of North Dakota and it serves as an information center for state officials and employees. It also distributes copies of state publications and documents to designated libraries across the state.

SERVICES PROVIDED BY THE STATE LIBRARY

1. The State Library serves as a state-wide resource library which is available to all North Dakotans by mail, telephone, in person, or through local public, school, academic, or special libraries.
2. The State Library supplements the collections of community libraries, public libraries, regional libraries, and school libraries with information and library resources which are specialized, infrequently used, and generally not available in local libraries.
3. The State Library operates the "North Dakota Network for Knowledge", a telephone-teletype communications system with headquarters and information center in Bismarck which facilitates the location and dispatch of books, periodicals and reference information to and from the various libraries located within and without the state. Any citizen may tap into this network through his local library or by contacting the State Library directly.
4. The State Library provides library services to state government officials and employees in the performance of their duties. Daily messenger service is provided

between the State Library and the Capitol building.

5. The State Library collects publications of the various agencies of state government, maintains a depository collection of these publications, and distributes copies to depository collections at designated libraries across the state.

6. The State Library provides consultant service to public librarians and trustees to aid them in improving the operation of their library and to effect better coordination in the acquisition and utilization of library materials and services.

7. The State Library prepares a biennial report for the Governor and the State Director of Institutions indicating the state of library development, library needs and attainments and provides statistical and narrative supporting data.

8. The State Library establishes standards of library service for public libraries.

9. The State Library engages in research and development programs or contracts with other organizations to conduct same under its direction.

10. The State Library aids and encourages the formation of new libraries and services or the merger or consolidation of existing libraries and services as studies and circumstances indicate need and feasibility.

11. The State Library provides a central information center concerning libraries of the state by compiling, interpreting and disseminating library statistics.

12. The State Library develops and administers a state plan for library development which will improve and equalize library service throughout the state.

13. The State Library administers the federal Library Services and Construction Act in North Dakota.

14. The State Library provides educational opportunities for public librarians:

    1. Subsidies are provided for college undergraduate work in library science to persons employed in a public library and who agree to

continue to work in a public library for at least another year.

2. State-wide and regional workshops conducted by the State Librarian or other qualified librarians.

15. The State Library gives state-wide publicity of library needs, attainments, and services available through its publications.

16. The State Library provides a series of publications to keep librarians abreast of current developments in the state and to improve their skills in administering library service. Among these are the Flickertale Newsletter, published for the dissemination of immediate news items; Flickertale Books Added, a book list that includes the new books added to the State Library; Recent Publications on Governmental Affairs, a publication primarily for state government officials and employees which lists selected articles, pamphlets, and books on topics of interest in their work in state government; North Dakota State Publications, a semi-annual listing of all North Dakota state publications received by the State Library as part of the depository collection of state documents; North Dakota Library Notes, a series of publications containing more lengthy treatment of individual topics. Examples from the series are: North Dakota Library Law, Magazines and Newspapers for North Dakota Libraries, Books for the Kindergarten Age, Narcotics, A Carousel of E.S.P.: A Selected Bibliography, State Constitutions and the Process of Constitutional Revision: An Annotated Bibliography, North Dakota: a Bibliographic Essay, North Dakota State Government, North Dakota Public Library Statistics, (for various years), North Dakota State Plan, (for various years) Childrens' Books About Indians, and tape cassette catalogs, a series of catalogs listing tape cassettes available on loan. (Examples are: music; government, history, law, news media politics,

sociology; authors and their books; music, cinema, and theatre; and world affairs.)

RESOURCES OF THE STATE LIBRARY

1. General library materials:
   a. Books, pamphlets, periodicals, and other printed matter.
   b. Recordings on tape cassettes.
   c. Filmstrips, super 8 mm films.
2. Special collections:
   a. Professional material on materials and library collections, library techniques, administration, and education.
   b. Professional material on elementary and secondary education.
   c. North Dakota subject matter.
   d. Bibliographic information on selected subjects.
   e. State document depository.

USE OF THE STATE LIBRARY RESOURCES

1. The library is open to all persons for research purposes <u>at the library</u>.
2. Persons who live in communities with a public library <u>which meets state standards</u> are expected, though not required, to borrow library materials from their local library. Local librarians will refer requests for materials not available locally to the State Library. Hopefully, the State Library will send the needed material to the local library on a regular loan for use of the person desiring the material. In communities with a local library which does not meet state standards, persons are expected to consult with their local library before communicating their requests to the State Library. Where no local public library services exist, a person should communicate directly with the State Library in person or by telephone and/or mail.
3. Students and teachers in schools with media centers are expected to make requests

for materials not available in the school media center or district to the school media specialist who will refer the request to the State Library. The State Library will send the requested material to the school media center on a regular loan for use of the student or teacher needing the material. In schools without a librarian, students and teachers are expected to make library material needs known to the teacher or administrator responsible for forwarding requests to the State Library. All school media centers have a responsibility to provide the materials needed by the curriculum of the school. However, the State Library Commission receives a sizeable volume of requests in this area and delivers an important service on a state-wide basis.

4. Students and faculty at colleges and universities in the state are expected to make primary use of the library at their institution. Interlibrary loan requests are to be made through the academic library to the State Library.
5. Organizations or businesses with established libraries may deal directly with the State Library for library services but should not overlook services offered by the local public and academic library.
6. Employees and officials of state government are encouraged to visit, call, or write the State Library for services and materials to help them in the performance of their state duties. Those state departments which mtaintain their own library should encourage their department staff to use the department library in addition to the resources of the state library.

STATE LIBRARY LENDING POLICY

1. Most State Library materials are available on loan for a five-week period. Some items, because of their nature or heavy demand for their use, may be loaned for shorter periods.

2. Small collections of some library material may be loaned for a three month period to small schools and public libraries.

3. All loans are free of charge. When items are ordered through the mail, the State Library pays postage on out-going library items, and the borrower pays any return postage, except for special loans on a large number of items when the borrower is required to pay postage both ways.

4. The amount of library material which may be borrowed at one time depends upon the type of material requested, the amount available, and popular demand. Up to ten items may usually be borrowed from the State Library by an individual through his public library, or directly from the State Library if local library facilities are inadequate or do not exist. Schools and public libraries may borrow larger quantities of library materials upon special request.

5. Photocopies of library materials (costing 10¢ per page except public libraries and academic libraries) may be made in lieu of loaning the original material. The State Library adheres to the policy of providing a single photocopy of a work or part thereof when the copy is for individual use and within the legal restrictions of the U. S. Copyright Law. Non-copyrighted material may be reproduced in multiple copies.

PATERN OF USE

(BY TYPES OF USERS)

	1974/75	1973/74	1972/73	1971/72	1970/71	1969/1970
INDIVIDUALS	27,414	22,926	32,616	33,244	63,055	54,598
PUBLIC LIBRARIES	9,662	6,201	6,036	5,324	6,835	3,197
SCHOOLS	18,247	11,560	11,712	13,851	17,444	13,070
STATE DEPTS.	3,128	1,992	2,257	2,603	1,280	
STATE INSTITUTIONS	637	309	326	242	384	
COLLEGE LIBRARIES	2,312	1,639	1,444	894	370	340
TOTAL	61,400	44,627	54,391	56,158	89,368	71,205

(BY REQUESTS FOR SERVICE)

WALK-IN	4,534	3,473	11,853 (Tot.1&2)	2,596	1,594	12,869 (Tot.1&2)
MAIL & PHONE	5,520	5,941		11,088	9,439	
INTERLIBRARY LOAN	21,691	18,443	15,230	8,607	1,113	
TOTAL	31,745	27,857	27,083	22,291	12,146	12,869

(BY TYPE OF MATERIAL)

BOOKS						
ADULT	29,214	25,364	28,651	25,492	28,578	28,927
JUVENILE	4,171	4,618	7,307	14,719	25,786	16,315
AUDIOVISUAL	20,910	11,003	11,486	5,325	2,143	1,340
OTHER (Pamphlets, Periocals, photocopies)	7,105	3,642	6,947	6,752	10,232	10,765
SPECIAL COLLECTIONS	7,179	11,645	15,365	15,198	22,629	13,858
TOTAL	68,579	56,272	69,756	67,486	89,368	71,205

A number of strong trends are discernible in the foregoing table. Under "Types of Users," the decline in individual use and the marked rise in institutional use (state government, libraries, schools and colleges) should be noted. Under "Type of Material" requested from the State Library Commission the increase in requests for audio visual materials is dramatic.

COUNTY SUPPORT FOR LIBRARIES

Only 22 (or 41%) of North Dakota's 53 counties levy a tax for the support of a public library program. (See map on the next page.)

This uneven pattern of support at the county level in a state with few urban centers and a widely dispersed rural population is a strong argument for maintaining a strong state library effort. The library remains as a link to numerous areas possessing neither a city nor a county with a public library. Leadership in the public library field must emanate from the State Library Commission. Public libraries in North Dakota are generally small and in need of state supporting services.

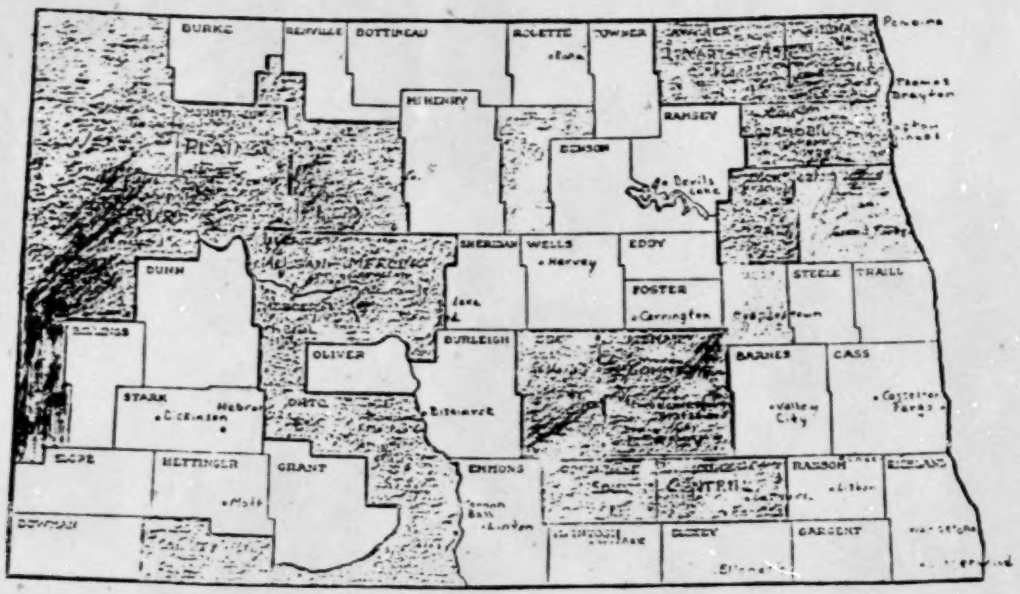
BUDGET FOR THE STATE LIBRARY COMMISSION

The budget of the state library commission for the 1975/77 biennium is $870,208 from the state's general fund and $5,000 from miscellaneous collections. In addition, the Emergency Commission approved federal funds totaling $337,599, bringing the Commission's total biennial budget to $1,212,807. This funding is allocated to the following programs:

Program	Legis. Approp.	Emergency Com. Action	Total
Statewide Library and Information Services	$606,020	$ 10,000	$616,020
Project Director		25,600	25,600
Interlibrary Cooperation	119,959		119,959
Grants		246,899	246,899
Service to State Government	73,229		73,229
Est'd Expenditures for which funds not rec'd.	-------	-------	-------
Service to the Blind	66,000	4,100	70,100
Planning, Education and Research	10,000	51,000	61,000
TOTAL	$875,208	$337,599	$1,212,807

Federal funds for FY 1977 have not yet been approved. However, it is expected that federal library funds will become available at a level approximately that of FY 1976.

THE CURRENT PUBLIC LIBRARY PICTURE. 1976



System County and regional libraries and their branches

• Public libraries

FINDINGS AND RECOMMENDATIONS

1. NAME

The name "State Library Commission" is a carryover from an earlier day. It is a misnomer that is misleading. The library program does not operate as a commission but as a division of a state department.

Recommendation: The name should be updated as follows: "Division of State Library and State Library Services."

2. PLACE OF LIBRARY PROGRAM IN STATE STRUCTURE

The State Library Commission has been placed four different places in the structure of North Dakota government since 1907. This matter continues to be a subject of continuing discussion.

Recommendation: The most desirable place for the state library to fit into the structure of state government should be reviewed. There are a number of options. The decision should be predicated on where it can best exercise its state-wide function. It should not be submerged into an agency where its scope and focus will be narrowed or distorted by the larger unit of state government. If it is to be moved out of the state department of institutions, it should go where it can continue to deliver services on a state-wide basis. This program should not be placed under either the State Board of Higher Education or the Department of Public Instruction. Those state bodies are ill equipped to deliver a broad array of services to a diverse public. Rather, they are geared to serving specialized constituencies. The state library program would be narrowed and weakened if it were reorganized into either of these entities. I recommend that the program be kept where it is for the present. If

further reorganization of state government develops in the future, the State Library Commission should become a division of a new state department of cultural affairs.

3. SPACE

The state library commission has been located in the lower level of the Randall Building along Highway 83 since 1970. 10,820 square feet are leased at $4.27 per square foot. The 1975/77 biennial rental cost will be $92,402. Based on the present growth rate of the state library -- as the program is now constituted -- this space allocation is adequate through the current biennium except for the traveling library service. The factors at work in requiring additional space in the future are the need to keep the library holdings at an adequate level and the additional demand from the general public and students for a greater quantity and variety of materials. Some library holdings -- chiefly the juvenile collection -- have been eliminated and redistributed to school and public libraries.

Recommendation: An annual space growth rate of 5% per year should be factored into the plan.

4. TRAVELING LIBRARY

This service once played an important role. Today, it is a relic of the past and obsolete.

Recommendation: The Traveling Library should be eliminated from the State Library programs immediately.

5. LOCATION

The location of the state library seems satisfactory except for its remoteness from the state capitol area. The necessity of its being near the state capitol is linked to its future as a functioning library. If that function continues for some time, the Liberty Memorial Building, once

vacated by the state historical society, would provide space and an excellent location.

Recommendation: Plans to renovate the Liberty Memorial Building for the occupancy of the State Library Commission should begin immediately. A projected cost of a comprehensive renovation is $400,000.

6. TELEPHONE-TELETYPE SYSTEM

The telephone-teletype system, including MINITEX, has served the state well at a modest cost. It is particularly well suited for a state with a sparse population spread over an expansive area. The current annual cost to the State of North Dakota is $21,667.

Recommendation: The system should be expanded to provide more comprehensive coverage of the state -- in area and services. The projected annual cost of this expanded service is $50,000.

7. LENDING POLICY

The lending policy provides a usage period of four weeks. No fines are charged for late returns. Fines are a negligible source of revenue. No serious problems have been encountered.

Recommendation: No change.

8. DUPLICATION WITH OTHER STATE AGENCIES

Little duplication with other agencies was found to exist. However, the professional expertise of the state library commission staff could be employed with greater effectiveness to assist other state government libraries.

Recommendation: The state library commission would perform the purchasing, acquisition, and cataloging functions for the state historical society library and other libraries of state government. Short of the centralization of all state library functions, it can provide much needed assistance in

training other state government library staffs in cataloging and other skills. This function would not save dollars but it would more fully utilize existing expertise in the state library commission.

9. PUBLICATIONS PROGRAM

The State Library Commission issues an impressive and ambitious series of publications. It distributes them free to libraries in North Dakota but charges individuals and non-North Dakota libraries for them. The annual revenue from these purchases is $500.

Recommendation: The state library commission should review its publications program. It conducts an impressive and ambitious one. However, the question should be asked: Are all of the publications needed? A periodic review of usave should measure the need for each publication.

10. REGIONAL LIBRARY SYSTEM

The vigor of public libraries in North Dakota increasingly will depend upon the regional libraries. They are in their infancy. This system should be encouraged and strengthened. Eight regions, formed around urban centers, -- Fargo, Grand Forks, Jamestown, Minot, Williston, Dickinson, Bismarck and Devils Lake -- make sense in terms of the population pattern. The four regions -- recommended by Dr. Ralph Stenstrom -- seem unrealistic in terms of the urban centers and the state's strong tradition of local independence.

Recommendation: The direct library service to individuals that the State Library now delivers should be phased out as county and regional library systems develop. However, the phase out can only proceed with strong financial support and direction from the state. To implement this program, I would propose the establishment of regional library service centers, under contract with the state library, to provide some of the library services performed directly by the state library. This development would permit the state library to devote its resources more effectively in providing state-wide library services beyond the scope and ability of local and regional library units. The annual program costs would be at least $620,000 -- or $1 per capita -- and would be in addition to the present program costs of the state library operation. The discontinuation of state library service can only begin after considerable strengthening

of the regional library systems. The regional library system should be recognized and implemented by a statute defining its need, role, and purpose. The regional library system should develop in the eight regions around clusters of 6 to 8 counties in each region. Regional offices situated in the 8 urban centers -- Fargo, Grand Forks, Jamestown, Minot, Williston, Dickinson, Bismarck and Devils Lake -- would serve as the administrative hub of these centers. This new and needed administrative and service mechanism in North Dakota's state library system requires the exercise of joint governmental powers by the state, counties and communities. The State Librarian should prepare a proposal for the expansion and development of the regional library system and present it to the governor and the appropriate legislative committees for consideration by the 1977 legislative session.

11. STATEWIDE COORDINATION OF LIBRARY PLANNING AND DEVELOPMENT AND DISTRIBUTION OF SERVICES

This function now requires substantial amounts of the State Librarian's time in planning for statewide library needs, formulating programs to meet those needs, rendering technical services and channeling financial aid to state, public, school, academic and specialized libraries and in providing a statewide voice for the varied types of libraries in the state. This function will consume even more of the State Librarian's time in the future.

Leadership in statewide planning and development of all types of libraries in North Dakota -- local, regional, and academic -- inevitably must come from the State Library Commission. That function will require additional staff in the future. Functions that need to be staffed in the future are: (a) federal and state grants; (b) technical services and training; and (c) planning. The function of the State Library Commission -- as coordinator and developer of state and federal programs -- will assume a larger role. The future of this agency clearly rests with how well it discharges this function.

The State Library Commission works with an intricate network of libraries in North Dakota. The complexity of that network -- made up of academic libraries, public libraries, school libraries, state government libraries and specialized libraries -- needs to be more clearly defined, understood and appreciated. (See page 19 for a chart that shows the relationships of the State Library Commission to the various types of libraries in North Dakota.)

Recommendation: The state must expect this role to grow and provide additional funds for its support. I project an addition of 10 staff positions over 10 years.

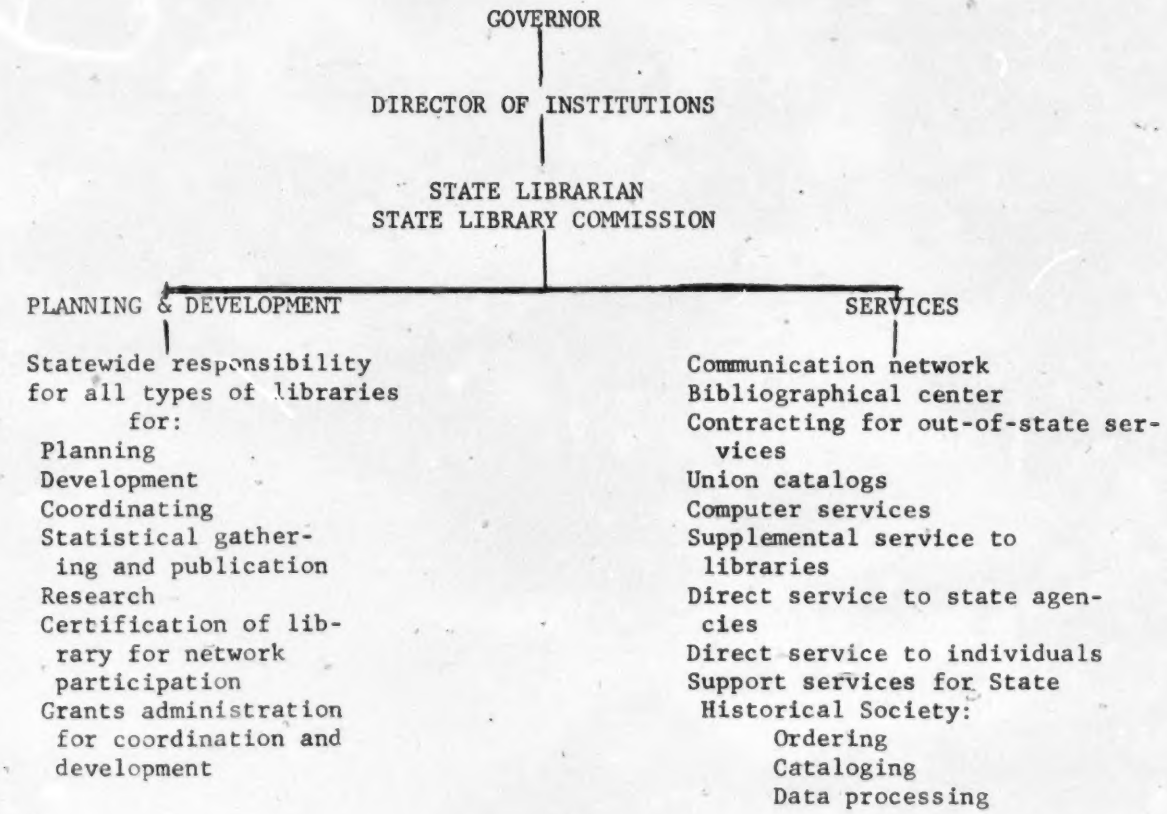
The State Librarian should formulate a plan for the development and coordination of the State Library office, including a budget, and present that plan to the governor and appropriate legislative committees for consideration during the 1977 legislative session.

12. STATE LIBRARIAN

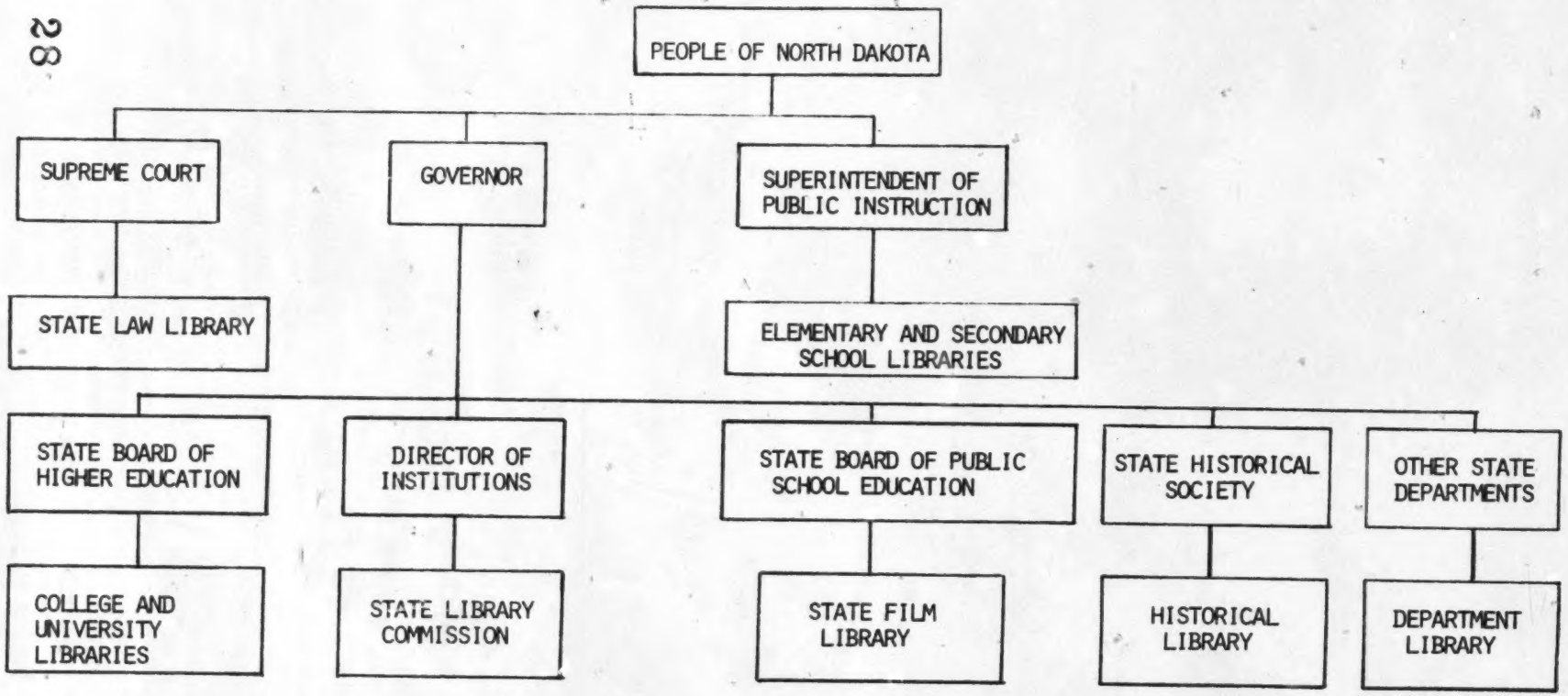
Richard J. Wolfert, as State Librarian, has given strong leadership to library programs. He has identified problems, advocated and implemented new programs and, above all, pointed the state in the right direction for strengthening libraries. What is now needed is a constituency to aid the State Librarian and his staff to further develop this ongoing effort.

Recommendation: The Advisory Council on Libraries can become the urgently needed constituency. Its role should be defined and encouraged.

RECOMMENDED ORGANIZATION of STATE LIBRARY SERVICES in NORTH DAKOTA



STATE SUPPORTED LIBRARIES



CONCLUSIONS

The growth of the State Library in North Dakota as an agency of state government--serving a dual function as administering a program with a statewide scope and serving as a public library for the entire state--was shaped by the settlement and population distribution patterns peculiar to North Dakota. Some of these patterns are undergoing changes, as Richard J. Wolfert (then assuming the position of state librarian) observed in 1969:

> This uneveness of the state of library development causes the State Library to maintain a general library collection of around 85,000 volumes. The State Library has a good collection of juvenile books, young people's books, adult fiction and nonfiction, and some phono-records. Essentially we are one of the stronger public libraries in our state. We serve all sizes and types of libraries from the largest to the smallest and we serve many citizens directly by mail who have no local library.
>
> In effect, the State Library is a great equalizer of library service. No matter where he lives in the state, a reader can usually get what he wants if he is knowledgeable about the ways of libraries. A notable achievement I assure you. But is there a better way to do the job? What about all the library needs unsatisfied and all those library needs unidentified in our ignorance? Cannot the State Library release or delegate some of its present responsibilities to other libraries so that it can go on to do a better job in more specific areas?

A year later, Wolfert went on to delineate the major services his agency delivers and the role funding sources play in shaping and animating those functions. He said:

> Above all, the State Library is responsive to the needs of the local libraries within the state although what the State Library does in the 70s will be determined by a multitude of factors from the federal to the local level. Such factors include federal funding and programs; state programs determined by the State Planning Council, State Library, and the Advisory Council on Libraries; the amount of state funding; local library government financing and organization; and development of Regional Advisory Councils on Libraries. The dominant factors will be the source of revenue for library service and the percentage contributed by each level of government - federal, state, local - and the government structure to determine policies and services.

The State Library Commission in North Dakota is somewhat unique. It came into being at a time when there were few public libraries in the state. It presides over a state-wide effort that sees the development of libraries in North Dakota proceeding in an uneven pattern. Neverthelss, the time has come to reassess the role of the State Library Commission and to adjust its program to the needs of the people of North Dakota in the 1970's.

As the State Library Commission succeeds in providing leadership in stimulating the growth of public libraries in North Dakota, including its administration of an increasing number of special programs, it will make obsolete its time-honored function as a functioning full-fledged library. The best measurement of its true role must be: what services does it presently provide and should provide in the future that no other agency in North Dakota does or will provide.